

*Manage growth locally in the New Hampshire tradition,
but work with neighboring towns to achieve common
goals and more effectively address common problems*

Principle #8

Case Study

Lakes Business Park, Laconia and Gilford



The Lakes Business Park site is located on 113 acres of undeveloped property located near the Route 3 / 11 Bypass. Economic studies commissioned by the municipalities indicated a shortage of quality commercial lots served by water

and sewer. Approximately 53 acres of the site is subdivided into 18 lots, varying in size from 2.5 acres to 4.5 acres. One mile of new roadway bisects the site. The project included boundary and

The Lakes Business Park grew from a collaborative plan between the City of Laconia and the Town of Gilford for development of industrial land that is located in both communities.

topographic survey, wetland delineation, conceptual designs, preliminary design, final design, permitting, and bid phase services.

Public participation was the key to the success of the project. Adjoining neighborhoods and landowners were invited to participate in the early, conceptual planning of the project. Two neighborhood meetings served as an opportunity for neighboring residents to review and comment on alternative layouts of the proposed Park. In anticipation of traffic concerns, a separate neighborhood traffic study was initiated to project the impacts on nearby residential streets and provide recommendations for traffic calming techniques. Neighboring residents were also invited to participate

Negotiation of mutually acceptable terms and conditions by representatives of the two communities, and then securing the required local votes of support and approval, took several years.

in a non-voting presentation and discussion with the Gilford Planning Board.

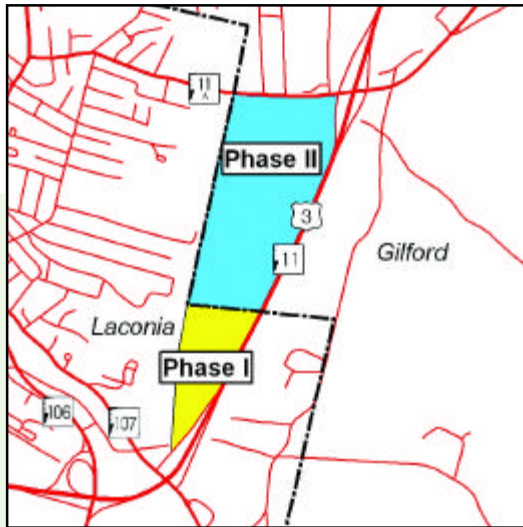
Extensive wetlands at the site required local Conservation Commission review and wetland and site specific permits from the NH Department of Environmental Services. The project was planned and designed to preserve as much of the wetlands as possible. Almost 60 acres of land will remain undeveloped and provide open space and buffer around the Park.

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The plan envisions development of 54 acres of the 113 acre Park total. The balance of the property will remain undeveloped, avoiding encroachment on wetlands or steep slopes and serving as a buffer to the adjacent neighborhoods.

The concerns of the adjacent neighborhoods, especially the traffic concerns of the Bedford/Ridgewood Avenue neighborhood, were given high priority throughout the plan-

ning process. Traffic studies were conducted of Gilford Avenue and its feeder streets, and of the Bedford/Ridgewood Avenue neighborhood. Traffic changes are expected to be gradual since planners project an average of one lot a year will be sold and developed. This will allow for close monitoring and response to traffic changes. Various traffic calming measures can be implemented as needed. Any proposed traffic pattern changes would be explored in meetings with neighborhood residents. At least one resident of the Bedford/Ridgewood neighborhood will serve on the Joint Board that will oversee the development of the Business Park.

A shared bond will fund construction of a road and a detached 5 foot sidewalk that will parallel the road, plus sewer, water, and gas lines. A path for passive recreation will encircle the property.



Freudenberg Site



Stamping Technology

A 20 year economic analysis of the project predicts the Business Park will generate significant benefits for both communities at build-out, including:

- 700 jobs within the Park, supporting an additional 350 jobs in retail and service industries outside the Park;
- \$23 million in direct annual wages supporting \$8 million in indirect wages;
- \$28 million in assessed value;
- \$1.2 million in municipal service cost payments to the town during the 20 year analysis period; and
- \$30 million in construction contracts over the life of the development.

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An inter-municipal agreement approved in 2001 between the City and Town outlines the rights and responsibilities of both communities. In accordance with the agreement, Laconia municipal water has been brought to the Gilford town line to serve the Gilford area of the park. Water will now be available, in a water franchise area, to a number of businesses in the outlying area of the airport, specifically along Lily Pond Road and Gilford East Drive.

The agreement also stipulates how revenue will be shared. Generally proceeds from the sale of lots are to be split according to ownership interest, 82 percent to Laconia, 18 percent to Gilford. The first 15 percent of property tax revenue (or a minimum of \$25,000) and the cost of any Business Park use of Gilford's solid waste disposal are earmarked for Gilford. Property tax revenue beyond that is divided 50/50 between Gilford and Laconia.



Principle #8 Examples

Route 2 Corridor Study

The State of New Hampshire allocated funds to study U.S. Route 2 in New Hampshire as an extension of the Northern New England Border Corridor Project. A partnership of state agencies, regional organizations, and members of the corridor communities conducted the study. The goal was a plan that would preserve capacity

and improve safety along this important commercial corridor, while integrating it into the communities of Shelburne, Gorham, Randolph, Jefferson, and Lancaster through which it passes. The state and regional partners are now part of a multi-agency team helping to implement the plan.



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Principle #8 Examples

Farmers Market, Exeter

Exeter Farmers Market runs every Thursday, June through October, in downtown Exeter. Both buyers and sellers come from surrounding communities such as Stratham, Kensington, Newfields, Brentwood, Epping, Raymond, and Kingston.

The Market is held in Swasey Parkway, along the river in the downtown business dis-

trict. Pedestrian shoppers are the primary target. Farmers markets provide opportunities for area farmers to sell fresh products directly to customers. Collective participation from farmers around the region fills consumer demand for a variety of products at a central location. The festive atmosphere of market day brings added interest to the downtown.



Industrial Park, Littleton, Lisbon, and Bethlehem

Littleton, Lisbon, and Bethlehem have formed an alliance to expand industrial and office employment. With limited room for expansion at the Littleton Industrial Park, Littleton initiated discus-

sion with Lisbon about extending the Industrial Park across the town line into Lisbon.

Expanded road, water, sewer, and electrical infrastructure ends at the town line. With expansion of Littleton's services into Lisbon, Lisbon will gain potential industrial expansion without the prohibitive cost of extending their own infra-

structure several miles from the center of Lisbon. During this same time, Littleton and Bethlehem had been considering a partnership to develop a parcel of land in Bethlehem that would be served by infrastructure from Littleton. All three towns decided to join together to pool their resources, skills, and expertise. In 2000 a feasibility study funded by the Economic Development Authority identified development capacity in both locations. In 2002 the town meetings approved an inter-municipal agreement to develop the Park areas together, and to equally share in any gains in property tax revenue, regardless of where development occurs within the Park. Construction is anticipated to begin in 2003 or 2004.

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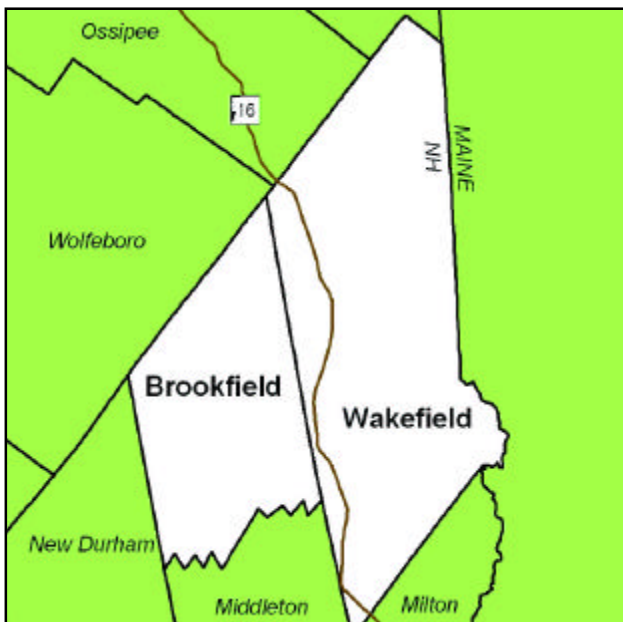
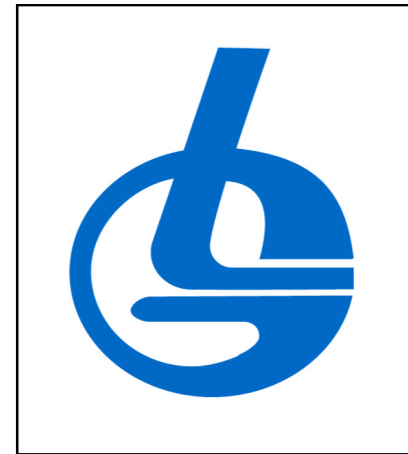
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Cross-border Shared Wastewater Treatment, Salem

As a member of the Greater Lawrence Sanitary District, the Town of Salem has access to wastewater treatment capacity greater than it could have afford-

ed locally, while benefiting from the economies of sharing capital and operating expenses with four other communities.



Shared Municipal Services, Wakefield and Brookfield

The Towns of Wakefield and Brookfield have formed a long-term relationship to share police, fire, and solid waste disposal facilities and services. Public safety service delivery is 'blind' to municipal boundaries. Response to all calls is based on strict emergency response standards,

regardless of community location. Brookfield residents use the transfer station in Wakefield as their own. A cost-sharing formula allocates operating and capital expenses based upon use, population, and assessed valuation.